



**Town of Arlington  
Board of Selectmen**

**Meeting Agenda**

June 27, 2015  
8:30 AM

Town Manager's Conference Room, 2nd Floor, Town Hall Annex

1. BoS/Town Manager Goal Setting

Kevin F. Greeley, Chair  
Adam W. Chapdelaine, Town Manager



## **Town of Arlington, Massachusetts**

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### **BoS/Town Manager Goal Setting**

#### **Summary:**

Kevin F. Greeley, Chair  
Adam W. Chapdelaine, Town Manager

#### **ATTACHMENTS:**

Type	Description
<input type="checkbox"/> Reference Material	FY2015 Goals
<input type="checkbox"/> Reference Material	Goal Progress Tracking Document

## **FY 2015-FY 2016 Board of Selectmen Goals**

### **1) LONG RANGE FINANCIAL/STRATEGIC PLANNING & SUSTAINABILITY \***

- a) Work with Long Range Planning Committee to update existing multi-year financial plan while also considering opportunities to reduce the Town's structural deficit in preparation for future multi-year financial plans
  - *Deliverable – The Chair will provide an update to the Board of Selectmen following meetings of the Long Range Planning Committee*
  - *Deliverable – Work to inform the public about the projected timeline of future overrides and debt exclusions*
- b) Continue pursuit of regionalization opportunities, remaining open to new opportunities as they present themselves
  - *Deliverable – Follow up on areas that currently include veterans' services, technology, transportation, and the expansion of mutual aid agreements*
- c) Work with legislators and other communities for a more equitable distribution of state resources
- d) Identify and communicate the Town's legislative priorities to the local delegation
  - a. Priorities to include working with utility companies to explore system upgrades and better coordination amongst varying utilities
  - b. Work to see that MassDOT's commitment to a successful East Arlington Mass. Ave. rebuild is maintained throughout the project
  - c. Continue to urge state leaders for a solution the Minuteman School Building issue that is led by the Commonwealth (DESE)
- e) Work with the Budget and Revenue Taskforce to identify potential financial impacts of future building projects at the Ottoson, Stratton, Arlington High School and Minuteman Regional High School
- f) Review progress made regarding recently adopted water/sewer rate structure and billing plan

### **2) CAPITAL PROJECTS AND MAINTENANCE**

- a) Public safety buildings - (Community Safety Building envelope – FY2013 )
  - *Deliverable – Work with Town Manager and PTBC to complete this phase of the project and review a post project analysis to be developed by the Town Manager and the PTBC*
- b) Public safety buildings - (Central Fire Station – FY2015)
  - *Deliverable – Begin construction portion of project in FY2015*
- c) Finalize an inventory of publicly owned parcels that identifies jurisdictional issues and establishes parcel boundaries and investigate inclusion of data within the Town's GIS database
  - *Deliverable – Finalize and review parcel listing*
- d) Work with newly created Facility Maintenance Committee and support its efforts of advising the Town Manager on building needs and budget constraints as they relate to town owned facilities
- e) Finalize process of determining proper future use of 1207 Massachusetts Avenue
- f) Monitor progress of the Stratton School Building Committee and provide support as appropriate
- g) Monitor the implementation of Mt. Pleasant Cemetery improvements as outlined within the capital plan

### **3) LONG RANGE COMMUNITY PLANNING, LAND USE, COMMUNITY DEVELOPMENT, AND TOURISM**

- a) Work with Town Manager and Director of Planning & Community Development on Master Plan and continue to promote participation throughout the process
  - *Deliverable – Review and consider the final Master Plan report*
- b) Work with ATED to review the committee's priorities and help develop a sustainable model through which these priorities can be achieved
- c) Work to support efforts focused on economic development, business retention, and tourism through working with the Economic Development Planner
- d) Monitor the potential development of the Mugar property and conserve the wetlands contained therein

- e) Continue to work with the Arlington Commission on Arts and Culture to support promotional opportunities for arts and culture in Arlington
- f) Work with the Cemetery Commission and ARB to explore cemetery expansion opportunities
- g) Work with Town Manager and other stakeholders on identifying land for storm debris and snow storage
- h) Communicate and coordinate with neighboring communities to identify issues that have regional impacts, the following included:
  - Work with Cambridge, Somerville, and the MWRA to eliminate all CSO discharges into the Alewife Brook within the next 20 years. Uphold Town Meeting vote to restore Alewife Brook to a Federal Class B waterway
  - Work with DCR and MassDOT on Alewife Greenway to protect the Town's interests and ensure that appropriate state agencies uphold their commitment to maintenance and vegetation management

#### **4) TRANSPORTATION AND PARKING**

- a) Continue to communicate and work with residents, businesses and relevant agencies to move Mass. Ave. corridor project forward
- b) Review and act upon Arlington Center parking policy with a focus on enhancing customer service and increasing the vitality of the Arlington Center commercial district
- c) Review parking regulations in East Arlington while considering options for management of neighborhood parking and the relevant impacts of street cleaning schedules and commuter parking
- d) Continue working with the Route 128 Business Council on regional transportation opportunities and investigate increased cooperation with the Lexpress service
- e) Review, monitor and evaluate hackney licensing processes on an annual basis
- f) Work with ABAC and TAC to promote and encourage multimodal transportation in Arlington and support corresponding infrastructure improvements throughout Town
- g) Develop parking regulation strategy for Mt. Pleasant Cemetery

#### **5) PUBLIC COMMUNICATIONS AND CUSTOMER SERVICE**

- a) Continue exploring options for customer service enhancement including enhanced use of website and Request/Answer Center.
- b) Receive quarterly reporting from the Request/Answer center with a focus on volume and response time. How long before request is acknowledged? Also monitor long term unanswered requests
- c) Develop Selectmen's Policy Handbook and/or investigate what currently exists in a similar fashion
- d) Work with Town Manager and Public Information Officer to investigate traditional and alternative means to enhance public communication
- e) Continue to enhance accessibility and transparency of Board of Selectmen proceedings through the integration of technology
- f) Implement electronic packets for the Board of Selectmen and develop appropriate policies and procedures

*\*Sustainability – “Sustainability is the ability of communities to consistently thrive over time as they make decisions to improve the community today without sacrificing the future” – Tad McGaillard, ICMA*

## **FY 2015-FY 2016 Town Manager Goals**

### **1) FINANCIAL AND OPERATIONAL EFFICIENCY**

- a) Work with Board of Selectmen and other Town officials to update and monitor the existing multi-year financial plan while researching and developing opportunities to reduce the Town's structural deficit in preparation for future multi-year financial plans
  - *Deliverable – Prepare multi-year planning analysis for presentation to key stakeholder groups*
- b) Continue to evaluate current methods of delivering various services to ensure that the most productive, cost efficient method is used
- c) Continue to work with legislators and other communities for a more equitable distribution of state resources
- d) Continue to pursue grant funding and other revenue enhancing opportunities
- e) Continue to investigate regionalization initiatives that provide both financial incentives and service delivery improvement to Arlington residents.
  - *Deliverable – Follow up on areas that currently include veterans' services, technology, transportation, and the expansion of mutual aid agreements*
- f) Investigate possibility of Innovation Award Program, to award employees who propose cost saving measures for their department
- g) Continue the progress that has been made in developing a performance management program through the grant awarded by the Collins Center
- h) Work with the Budget and Revenue Taskforce on identifying financial impacts of future building projects at the Ottoson, Stratton, Arlington High School and Minuteman Regional High School.
- i) Continue managing process of implementing new water and sewer rate structure along with changes to billing frequency

### **2) CAPITAL PROJECTS**

- a) Manage Community Safety Building Repairs (FY 2013)
  - *Deliverable – Work with the PTBC to complete this phase of the project and develop a post project analysis with the PTBC for review by the Board of Selectmen*
- b) Manage Central Fire Station Construction (FY 2015)
  - *Deliverable – Complete building project on schedule and on budget*
- c) Develop an inventory of publicly owned parcels that identifies jurisdictional issues and parcel boundaries
  - *Deliverable – Finalize creation of inventory and provide to the Board of Selectmen for review*
- d) Work with newly created Facility Maintenance Committee on maintenance budgeting for the Town owned buildings
- e) Monitor progress of the Stratton School Building Committee and provide support as appropriate
- f) Work with the Board of Selectmen to determine the future use of the property located at 1207 Massachusetts Avenue
- g) Work with the Director of Public Works to manage the implementation of Mt. Pleasant Cemetery improvements as outlined within the capital plan

### **3) PLANNING, LAND USE, COMMUNITY DEVELOPMENT, AND TRANSPORTATION**

- a) Work with the Board of Selectman, Redevelopment Board, and Planning and Community Development Department to continue the progress to date on the Master Planning process
- a) Continue to work with Selectmen regarding comprehensive commercial district parking study
  - *Deliverable – Provide Board of Selectmen with Arlington Center Parking proposal for their action*

- b) Work with ATED and the Economic Development Officer to further economic development, business retention, and tourism
- c) Continue working with residents, businesses and relevant agencies to begin improvements to Mass Ave. corridor.
- d) Work to monitor potential development of the Mugar property and conserve the wetlands contained therein
- e) Work with the Board of Selectmen to review parking regulations in East Arlington while considering options for management of neighborhood parking and the relevant impacts of street cleaning schedules and commuter parking
- f) Continue to work with the Arlington Commission on Arts and Culture to support promotional opportunities for arts and culture in Arlington
- g) Work with ABAC and TAC to promote and encourage multimodal transportation in Arlington and support corresponding infrastructure improvements throughout Town
- h) Work with appropriate Town departments to identify site for temporary debris and snow storage
- i) Work with the Board of Selectmen and the Cemetery Commission to develop parking regulation strategy for Mt. Pleasant Cemetery

#### **4) INFORMATION TECHNOLOGY**

- a) Work with the Director of Information Technology to implement the 3 year IT Strategic Plan
  - *Deliverable – Implement plan*
- b) Work with departments to implement online bill payments
  - *Deliverable – Complete implementation of online bill paying*
- c) Work to integrate newly established GIS data and mapping tools into departmental operations
  - *Deliverable – Demonstrate integration of GIS tools into departmental operations*
- d) Implement wireless internet access in the Board of Selectmen's Office and Chambers

#### **5) PUBLIC COMMUNICATION AND CUSTOMER SERVICE**

- a) Work with the Director of Information Technology and Public Information Officer to investigate the upgrade and integration of the Town's Request/Answer Center with the anticipated GIS system if appropriate
- b) Work with Public Information Officer to continue to investigate the integration of social media into daily as well as emergency communications
- c) Work with Public Information Officer to further develop uses of traditional media to communicate with public

#### **6) ENERGY EFFICIENCY/SUSTAINABILITY**

- a) Continue work with the Energy Working Group, leveraging Arlington's designation as a Green Community, to improve the Town's energy efficiency.
- b) Work with the Regional Energy Manager and the Energy Working Group to move forward with installing solar panels on town and school buildings and town property
  - *Deliverable – Provide Board of Selectmen and School Committee with presentation in regard to planned solar projects and move forward with project implementation*
- c) Work with the Energy Working Group to plan for expenditure of the remaining balance in the \$200,000 energy efficiency fund as approved by the 2012 Town Meeting
  - *Deliverable – Building upon success of initial expenditures, continue to use energy audit and other pertinent information to plan projects which have both financial and environmental benefits to the Town*

#### **7) ORGANIZATIONAL**

- a) Begin bargaining with bargaining units for successor agreements to begin in FY2016
- b) Continue to recruit and hire qualified, professional, and excellent employees at all levels of the organization

## Goal Progress Tracking Document

<b>FINANCIAL AND OPERATIONAL EFFICIENCY</b>	<b>Progress to Date 6/25/2015</b>
Work with Board of Selectmen and other Town officials to update and monitor the existing multi-year financial plan while researching and developing opportunities to reduce the Town's structural deficit in preparation for future multi-year financial plans	See Deliverable Below
<i>Deliverable – Prepare multi-year planning analysis for presentation to key stakeholder groups</i>	This past year, collaboration between members of the Long Range Planning Committee (LRPC) and the Town Manager's Office continued. The Town Manager's Office provided a number of scenarios for future financial planning for the LRPC's consideration. The Town Manager's Office provided the LRPC with a recommended course of action for FY2016 - FY2021 that was discussed at the Budget and Revenue Taskforce in February, and ultimately guided the FY2016 Town and School budgets that were adopted by Town Meeting.
Continue to evaluate current methods of delivering various services to ensure that the most productive, cost efficient method is used	Progress on this goal occurs on an ongoing basis. The release of the IT Strategic Plan has prompted the completion of a needs assessment that has analyzed each department's processes and has started to assist in the development of implementation plans focused on meeting this goal. The recently completed Digital Meeting Materials project is an example of the ongoing process evaluation being undertaken across the Town.
Continue to work with legislators and other communities for a more equitable distribution of state resources	The Town Manager's Office continues to maintain an open dialogue with both our local legislative delegation and the Governor's administration in regard to levels of local aid. The Town Manager continues to sit on the MMA's Fiscal Policy Committee and the MMA Board of Directors, both of which focus on state level fiscal policy that impact the finances of Arlington and other cities and towns. Specifically, over the course of the last year, the Town Manager has played an active role in advocating for increased Chapter 90 (roadway) funding that is greatly needed in order to maintain our current infrastructure as well playing a role in the advocacy effort that saw the Governor and Legislature adopt one of the largest local aid increases in recent history.
Continue to pursue grant funding and other revenue enhancing opportunities	The Town Manager's Office and Town departments are always seeking grant funding and other revenue enhancing opportunities that assist in service delivery while maintaining a sustainable level of service. Recently, the Town received another Green Communities Competitive Round grant for upgrades at the Ottoson and Arlington High School (\$247,894). This grant award is significant as it ties into additional goals listed here, and projects to reduce Town operating costs going forward. The Town has pursued another Green Communities grant this year and expects to hear news regarding the award very soon.
Continue to investigate regionalization initiatives that provide both financial incentives and service delivery improvement to Arlington residents.	See Deliverable Below

## Goal Progress Tracking Document

FINANCIAL AND OPERATIONAL EFFICIENCY	Progress to Date 6/25/2015
<i>Deliverable – Follow up on areas that currently include veterans' services, technology, transportation, and the expansion of mutual aid agreements</i>	The Board will be asked on Monday, June 29th to consider authorizing an intermunicipal agreement for a pilot regional project for a Veterans' Service district with Winchester.
Investigate possibility of Innovation Award Program, to award employees who propose cost saving measures for their department	To date, progress on this goal has not been initiated.
Continue the progress that has been made in developing a performance management program through the grant awarded by the Collins Center	The Town Manager and Deputy Manager have decided to discontinue participation in the Collins Center performance measurement program, and have begun analyzing participation in the ICMA Insights program.
Work with the Budget and Revenue Taskforce on identifying financial impacts of future building projects at the Ottoson, Stratton, Arlington High School and Minuteman Regional High School.	This work has been ongoing and has been included in the updates that have been provided to the Long Range Planning Committee, the Budget and Revenue Taskforce, the Finance Committee, and the Capital Planning Committee.
Continue managing process of implementing new water and sewer rate structure along with changes to billing frequency	The new three-tiered rate structure was implemented on January 1, 2014 after a great deal of collaborative work between the Water Division, the IT Department and the Treasurer's Office. Quarterly billing was then successfully implemented on July 1, 2014. The next planned milestone was the establishment and implementation of seasonal billing. However, based on technical challenges, a recommendation for considering other options will be offered for consideration. A recommendation regarding this and water/sewer rates will be brought before the Board at its meeting on June 29th.

## Goal Progress Tracking Document

CAPITAL PROJECTS	Progress to Date 6/25/2015
Manage Community Safety Building Repairs (FY 2013)	See Deliverable Below
<i>Deliverable – Work with the PTBC to complete this phase of the project and develop a post project analysis with the PTBC for review by the Board of Selectmen</i>	This project is now complete and a closeout agreement with the contractor is awaiting the Town Manager's signature pending receipt of warranty documentation. The Town Manager will now initiate the process of conducting a post project analysis with the PTBC.
Manage Central Fire Station Construction (FY 2015)	See Deliverable Below
<i>Deliverable – Complete building project on schedule and on budget</i>	This project is progressing and is expected to finish under budget. The project will run several weeks over the intended timeline, but ultimately, we will be prepared to do a grand opening and open house early this summer. It is also still possible that the building will earn LEED Gold Certification, which would make it the first public building to do so in Arlington.
Develop an inventory of publicly owned parcels that identifies jurisdictional issues and parcel boundaries	See Deliverable Below
<i>Deliverable – Finalize creation of inventory and provide to the Board of Selectmen for review</i>	This project has been completed and the inventory will be provided to the Board at Saturday's session. Town Counsel will describe the formatting and information contained therein.
Work with newly created Facility Maintenance Committee on maintenance budgeting for the Town owned buildings	The initial work of this committee has been completed with the successful creation of a joint Town/School Facilities Department being initiated in FY2016, with further steps to be implemented in FY2017. The recommendation of the committee to create a department head level Facilities Director position was favorably acted upon by Town Meeting.
Monitor progress of the Stratton School Building Committee and provide support as appropriate	The work of the Stratton School Building Committee resulted in design funds being included in the FY2016 Capital Budget and construction funds included in the FY2017 Capital Plan. DRA Architects have been retained to perform design and the PTBC is prepared to manage the design and construction process with input from the School Department.

## Goal Progress Tracking Document

CAPITAL PROJECTS	Progress to Date 6/25/2015
Work with the Board of Selectmen to determine the future use of the property located at 1207 Massachusetts Avenue	The Board of Selectmen held a public hearing on potential future uses of the property at 1207 Massachusetts Avenue. Following that hearing, the Board voted to proceed with seeking a short term lease for the uses articulated during the public hearing and also pursuing Town Meeting permission for eventual sale of the property with proceeds going toward future capital needs. An RFP for short term lease is currently being drafted and Town Meeting granted the Board authority to pursue sale of the building this spring.
Work with the Director of Public Works to manage the implementation of Mt. Pleasant Cemetery improvements as outlined within the capital plan	The water rehabilitation portion of this project has been completed. Bids for the roadway rehabilitation portion of this project open this week and we expect construction to begin within the next month.

## Goal Progress Tracking Document

<b>PLANNING, LAND USE, COMMUNITY DEVELOPMENT &amp; TRANSPORTATION</b>	<b>Progress to Date 6/25/2015</b>
Work with the Board of Selectman, Redevelopment Board, and Planning and Community Development Department to continue the progress to date on the Master Planning process	The Master Plan has been completed, adopted by the ARB and endorsed by Town Meeting. The Town is now working to populate a Master Plan Implementation Committee to begin the initiation and management of the implementation steps included within the Master Plan.
Continue to work with Selectmen regarding comprehensive commercial district parking study	See Deliverable Below
<i>Deliverable – Provide Board of Selectmen with Arlington Center Parking proposal for their action</i>	The Board of Selectmen was provided with a proposal this past fall and the Board moved forward with the adoption of the proposal. Work is now being performed to implement the components of the proposal, with initial implementation currently underway. The Parking Implementation and Governance Committee has been meeting and expects new meters in the lots to be installed by August.
Work with ATED and the Economic Development Officer to further economic development, business retention, and tourism	Work on this goal has continued and has been highlighted by the co-working summits hosted through the efforts of the Economic Development Officer and the purchase, placement, and opening of the Visitors' Information Booth.
Continue working with residents, businesses and relevant agencies to begin improvements to Mass Ave. corridor.	Work on attainment of this goal has continued and was kicked off again this spring with another public information meeting. Notably, the Town Manager and DPW Director worked with East Arlington businesses to make some sidewalk design changes that resulted in a better project for all concerned.
Work to monitor potential development of the Mugar property and conserve the wetlands contained therein	The focus of this goal has dramatically shifted since the last discussion with the Board, given the recent 40B proposal submitted by Oaktree Development. As the Board is aware, we are taking all appropriate steps to oppose the proposed development, but a reconsideration of the wording of this goal should be considered.
Work with the Board of Selectmen to review parking regulations in East Arlington while considering options for management of neighborhood parking and the relevant impacts of street cleaning schedules and commuter parking	This discussion has not yet been prompted on a comprehensive level, but I anticipate initiating a discussion with the Board this summer/fall.

## Goal Progress Tracking Document

PLANNING, LAND USE, COMMUNITY DEVELOPMENT & TRANSPORTATION	Progress to Date 6/25/2015
Continue to work with the Arlington Commission on Arts and Culture to support promotional opportunities for arts and culture in Arlington	The Town Manager regularly meets with representatives of ACAC and APA to determine the best ways for the Town to promote arts and culture in Arlington. This year, at the request of the Town Manager, Town Meeting approved a modest operating appropriation for ACAC and funding for a public art consultant to aid in the development of a public art project on the East Arlington Mass Ave Corridor.

## Goal Progress Tracking Document

INFORMATION TECHNOLOGY	Progress to Date 6/25/2015
Work with the Director of Information Technology to implement the 3 year IT Strategic Plan	See Deliverable Below
<i>Deliverable - Implement plan</i>	The IT Strategic Plan is in the process of being implemented and much progress has been made to date. Most notably, the Town wide needs assessment has been completed and many department level projects are underway. The process of designating and training departmental IT liaisons is also underway and holds the potential for significant organizational culture change in terms of technology implementation and management.
Work with departments to implement online bill payments	See Deliverable Below
<i>Deliverable - Complete implementation of online bill paying</i>	The IT Department and the Treasurer's Office have finalized this and online payments for real estate and motor vehicle excise taxes, along with water/sewer bills are now being accepted via the Town website.
Work to integrate newly established GIS data and mapping tools into departmental operations	See Deliverable Below

## Goal Progress Tracking Document

INFORMATION TECHNOLOGY	Progress to Date 6/25/2015
<p><i>Deliverable – Demonstrate integration of GIS tools into departmental operations</i></p>	<p>The GIS Office manages data centralization, which includes an on-going effort to create the town's most comprehensive address database for mapping use and use by third party systems such as WebQA (public requests online), Coplogic (Police), and PeopleGIS (Assessor, BOS Office, Engineering, Planning, Schools). Townwide use of the address database would ensure that all systems are using the same information and improve future data integration. The PeopleGIS system is an internet-based vehicle for departments to access this database and allows the GIS Office to custom develop tools for departments that support their unique needs. A recent example is development of a Town Day information management system designed for the BOS administrative staff that offers the public online applications, BOS staff management of incoming applicant details, payment tracking, booth assignments, and visual representation of each booth on a map. The tool is shared between multiple staff and in the future, could be expanded to allow for online payments. This model of managing data and storing it in a specific way to improve its usability highlights the convergence of database logic with GIS enabled technology. Similar projects have been completed and are currently in regular use by Engineering, Mount Pleasant Cemetery, Health &amp; Human Services, Planning, and the Schools. Each of these systems are internally focused and some have a component to allow public interaction compatible with home computers and mobile devices. Engaging the public in this way adds value to their experience and the GIS Office is working to improve and expand these services. With such broad use of the GIS Office and its resources, GIS staff have to ensure the systems are leveraging the best data, which it is continually working to improve.</p>
Implement wireless internet access in the Board of Selectmen's Office and Chambers	This goal has been achieved.

## Goal Progress Tracking Document

PUBLIC COMMUNICATION AND CUSTOMER SERVICE	Progress to Date 6/25/2015
Work with the Director of Information Technology and Public Information Officer to investigate the upgrade and integration of the Town's Request/Answer Center with the anticipated GIS system if appropriate	Work is currently being performed by the Public Information Officer to enhance the mapping capabilities of the Request/Answer Center. This enhancement may integrate with the Town's GIS system or may utilize the mapping feature offered by WebQA, the vendor which provides the Request/Answer Center. Work is also being performed to consider the roll out of a mobile app for the use of the Request/Answer Center.
Work with Public Information Officer to continue to investigate the integration of social media into daily as well as emergency communications	The Town has officially launched a social media presence with several departments using a variety of social media platforms (Facebook, Twitter). The Town, the Police Department, Health and Human Services, and Recreation have all started using social media to communicate with residents. Strategy and integration are still progressing and changes and upgrades will be made as appropriate.
Work with Public Information Officer to further develop uses of traditional media to communicate with public	Attainment of this goal is always ongoing.

## Goal Progress Tracking Document

ENERGY EFFICIENCY & SUSTAINABILITY	Progress to Date 6/25/2015
Continue work with the Energy Working Group, leveraging Arlington's designation as a Green Community, to improve the Town's energy efficiency.	The Energy Working Group meets on a monthly basis and their work continues to be significantly augmented by the efforts of the Regional Energy Manager. This past year, the Town was honored as one of only seven communities in the state that reached the 20% energy use reduction that was committed to as part of the initial Green Communities Designation.
Work with the Regional Energy Manager and the Energy Working Group to move forward with installing solar panels on town and school buildings and town property	See Deliverable Below
<i>Deliverable - Provide Board of Selectmen and School Committee with presentation in regard to planned solar projects and move forward with project implementation</i>	A presentation in regard to the Town's planned solar project was delivered to both the Board of Selectmen and the School Committee in the fall of 2014. Final details in regard to the power purchase agreement are being completed and the the project is expected to begin in the summer of 2015.
Work with the Energy Working Group to plan for expenditure of the remaining balance in the \$200,000 energy efficiency fund as approved by the 2012 Town Meeting	See Deliverable Below
<i>Deliverable - Building upon success of initial expenditures, continue to use energy audit and other pertinent information to plan projects which have both financial and environmental benefits to the Town</i>	In 2013, the Town used a portion of the \$200,000 appropriated by Town Meeting in 2012 for the implementation of energy conservation measures, including the installation of new energy efficient boilers in the Robbins Library, a lighting retrofit/occupancy sensor project at the Robbins Library, and a lighting retrofit/occupancy sensor project at the DPW facility on Grove Street. All of these projects have a payback of less than five years, and also serve to reduce the Town's greenhouse gas emissions. Last year, the Town used \$10,000 from this fund to implement a fault detection and diagnostic system at the Peirce School and used \$20,000 from the fund as match to the \$247,000 Green Communities Grant which provided for energy efficiency measures at the Ottoson and Arlington High School. Planning for the remainder of the funds is currently underway.

## Goal Progress Tracking Document

ORGANIZATIONAL	Progress to Date 6/25/2015
Begin bargaining with bargaining units for successor agreements to begin in FY2016	Agreements (FY2016 - FY2018) have been reached with all Town bargaining units, but one bargaining unit (AFSCME) did not ratify the agreement. The agreements focused on addressing inequities demonstrated within the comparative compensation study while still maintaining adherence to the financial thresholds set forth in the Town's Long Range Plan.
Continue to recruit and hire qualified, professional, and excellent employees at all levels of the organization	Attainment of this goal is always ongoing.